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Enclosure (A)

APPENDIX

TIME REQUIRED FOR FINAL COORDINATION WITH
DEPARTMENTAL AGENCIES UNDER EXISTING PROCEDURE

Since the publication of C.I.G. Administrative Order No. 32, twenty C.I.G. reports and estimates have been submitted to the process of final, formal coordination prescribed therein. The procedure followed in each case and the time required to complete it are set forth below. Experience shows that, even with thorough prior coordination on the working level, two weeks are normally required to obtain final action on the formal level. The range of our experience in that respect has been from 5 days in the first and best case to 55 days in the worst case, the average being 17 days and the median 14 days.

The differences in the performance of the several agencies in this respect are indicated in the following tabular statement:

	<u>SA-E</u>	<u>G-2</u>	<u>O.H.I.</u>	<u>A-2</u>
Median	11 days	8 days	8 days	7 days
Average	14 "	11 "	9 "	8 "
Extreme	55 "	27 "	17 "	14 "

1. O.H.E. 7, Chinese Minorities in Southeast Asia. This estimate had been thoroughly coordinated on the working level prior to its submission to the departmental representatives on 27 November. on 2 December they met with the Intelligence Staff to act on it, concurring without change. Elapsed time in final, formal coordination (without substantive effect): 5 days.

At this meeting the departmental representatives took the position that any substantive coordination must be effected on the working level and that final clearance through them should be accomplished by an exchange of memoranda.

2. O.H.E. 6/1, The Situation in Korea. This estimate had been thoroughly coordinated on the working level.

19 Dec. - Submitted to departmental representatives.
8 Jan. - Last concurrences received (from SA-E and G-2). Elapsed time: 14 days.

3. O.H.E. 1/1, Revised Soviet Tactics in International Affairs. Shortage of manpower in the ER/USSR Branch prevented specific coordination of this text on the working level prior to its submission.

19 Dec. - Submitted to departmental representatives.

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The SA-E representative submitted, as "substantial dissent," a seven-page memorandum of comment to him from DRE. ORE was able to meet most of these comments by slightly rephrasing its text without substantial change. Others it could not accept, and with respect to them it requested that the representative phrase SA-E's dissent for publication, as the memorandum did not do. He was disposed to insist that ORE must change its text with respect to each point of comment, or else phrase the dissent itself, being willing to accept ORE's working in either case. Ultimately ORE had to insist upon either a concurrence or an explicit dissent by him.

6 Jan. - SA-E representative concurred in text as modified by ORE (without substantial change).
Elapsed time: 18 days.

4. O.R.E. 10, Forthcoming Elections in Bolivia. This estimate was based on written estimates obtained from OIR (DRA) and G-2. In view of that fact, and of the fact that the election was only 12 days away, ORE had resort to the escape clause in paragraph 4, C.I.G. Administrative Order No. 32.

24 Dec. - Submitted to departmental representatives and simultaneously sent to press.
27 Dec. - Concurred in by all except SA-E.
2 Jan. - "Substantial dissent" by SA-E.
5 Jan. - Election in Bolivia.

The SA-E dissent was substantial only insofar as it contradicted the advice from OIR (DRA) on which the C.I.G. estimates had been based. ORE was unwilling to publish it as ORE 10/1 inasmuch as

a. Reproduction could not be completed before the election, after which the entire subject would be without significance.

b. State would thereby be permitted to repudiate its own share of responsibility for the conclusions reached in ORE 10.

c. State's comment was essentially negative rather than constructive. It condemned the C.I.G. estimate without stating any different estimate.

The solution agreed upon was to collaborate on a new estimate of the post-election situation. As yet, however, it has proved impossible to obtain adequate information on which to base such an estimate.

5. O.R.E. 6/1, The Greek Situation. This estimate had been thoroughly coordinated on the working level prior to sub-

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mission.

- 16 Jan. - Submitted to departmental representatives.
- 27 Jan. - Adverse comment by G-2
- 28 Jan. - Concurred in by all except G-2
- 6 Feb. - Final formulation of G-2 dissent
- Elapsed time: 21 days

6. O.R.E. 13/1. The Situation in Austria. In view of the experience recited in paragraphs 2 - 5 above, of oral instructions not to call on the Departments for research support, of oral instructions to resort to paragraph 4 of C.I.G. Administrative Order No. 32 rather than accept undue delay in the publication of estimates, and of the imminence of the Moscow Conference, this estimate was sent to press without prior coordination.

- 20 Feb. - Submitted to departmental representatives and simultaneously sent to press.
- 28 Feb. - Concurred in by all except SA-E.
- 3 Mar. - "Substantial dissent" by SA-E.

The SA-E dissent was, essentially, not a contradiction of the substance of the report, but a complaint that it was not sufficiently broad in scope and consequently misleading. The dissent was intemperate in tone, and negative rather than constructive, in that it condemned the C.I.G. estimate without giving OIR's opposing estimate of the situation. After direct consultation, OIR waived its demand for publication of the dissent and ORE agreed to collaborate in the preparation of a report of the scope desired by OIR. It is now agreed that the forthcoming Situation Report on Austria will satisfy this commitment.

7. O.R.E. 14. The Future of Soviet Participation in International Air Transport.

- 28 Feb. - Submitted to departmental representatives
- 5 Mar. - First comment received (from G-2).
- 10 Mar. - Last comment received (from A-2).
- Elapsed time: 13 days.

8. O.R.E. 15. The Matay Question. This estimate had been thoroughly coordinated on the working level. In view of the emergent situation and of a White House query indicating interest in the subject, resort was had to paragraph 4 of C.I.G. Administrative Order No. 32.

- 28 Feb. - Submitted to departmental representatives and simultaneously sent to press.
- 7 Mar. - First concurrence (from SA-E)
- 14 Mar. - Last concurrence (from G-2).
- Elapsed time: 14 days.

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Programs with Respect to Germany.

18 Mar. - Submitted to departmental representatives
24 Mar. - First concurrence (from G-2)
9 Apr. - Last concurrence (from SA-E)
Elapsed time: 22 days.

10. O.R.E. 16 - Soviet Objectives in Latin America.

21 Mar. - Submitted to departmental representatives.
28 Mar. - Concurrence by G-2 and A-2.
28 Mar. - Direct conference with substantive authorities
in OIR regarding prospective dissent.
2 Apr. - Direct conference with substantive authorities
from O.N.I., resulting in concurrence.
3 Apr. - Further direct conference at OIR.
9 Apr. - Further conference with OIR representatives
10 Apr. - Final formulation of SA-E dissent.
Elapsed time: 20 days.

11. SR - 1 - Turkey. This report had been thoroughly
coordinated on the working level prior to its submission for formal
concurrence.

23 Apr. - Submitted to departmental representatives
28 Apr. - First concurrence received (from A-2).
1 May - Last concurrence received (from O.N.I.).
Elapsed time: 8 days.

12. Appendix "F", SR-1

30 Apr. - Submitted to departmental representatives.
7 May - First concurrence received (from A-2).
12 May - Last concurrence received (from SA-E).
Elapsed time - 12 days.

13. OIR 4/1 - Petroleum Resources within the U.S.S.R. This
estimate had been thoroughly coordinated on the working level.

2 May - Submitted to departmental representatives.
9 May - First written comment received (from SA-E).
19 May - Last written comment received (from O.N.I.).
29 May - Coordination completed in direct consultation.
Elapsed time: 27 days.

14. OIR 17 - The International Economic Position of the United
Kingdom. This estimate had been thoroughly coordinated on the work-
ing level.

20 May - Submitted to departmental representatives.
28 May - Concurrences received from OIR, G-2, A-2.
10 June - SA-E dissent received.

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which a revised version thereof was received.
(This was the earliest date at which OIR would confer.) After discussion, OIR requested time in which to revise dissent again.

The SA-E dissent was surprising, inasmuch as we had obtained the comments of IFI and DRE, the cognizant divisions of OIR, in terms which in no sense foreshadowed it. Apparently it was a consequence of personnel changes in OIR and of the fact that OIR had meanwhile submitted to SWNOC an estimate contradictory to the position it had taken in consultation with us. Between 23 June and 14 July the Economics Group endeavored, in frequent conference with the new representative of OIR, to obviate the dissent or at least to obtain its statement in clear and relevant terms. This effort was unduly prolonged by the constantly renewed prospect of early agreement, but the final formulation of SA-E dissent was substantially identical with that of 23 June.

14 July - Final formulation of SA-E dissent received.
Elapsed time: 55 days.

15. ONE 19 - Developments in the Azerbaijan Situation. This report had been thoroughly coordinated on the working level.

22 May - Submitted to departmental representatives.
29 May - First concurrence received (from A-2).
3 June - Last concurrence received (from SA-E).
Elapsed time: 14 days.

16. ONE 20 - Basic Dutch-Indonesian Issues and the Lingardati Agreement. This report had been thoroughly coordinated on the working level.

2 June - Submitted to departmental representatives.
4 June - First concurrence received (from A-2).
10 June - Last concurrence received (from ONE).
Elapsed time: 8 days.

17. SE-3 - Denmark. This report had been thoroughly coordinated on the working level.

6 June - Submitted to departmental representatives.
16 June - First concurrences received (from ONE and A-2).
18 June - Last concurrence received (from A-2).
Elapsed time: 12 days.

18. SE-2 - Korea. This report had been thoroughly coordinated on the working level.

13 June - Submitted to departmental representatives.
20 June - First concurrence received (from A-2).
25 June - Last concurrence received (from SA-E).
Elapsed time: 12 days.

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19. SR - 4 - Albania, This report had been thoroughly coordinated on the working level.

22 July - Submitted to departmental representatives

29 July - Oral concurrence received from all agencies.

Coordination cannot be regarded as complete, however, inasmuch as the written concurrences, containing suggested amendments, have not yet been received on 1 August.

20. ONE 11/1 - Soviet and Soviet-Inspired Reactions to a U.S. Aid Program for Italy.

22 July - Submitted to departmental representatives.

29 July - Oral concurrences received from all agencies.

Coordination cannot be regarded as complete, however, inasmuch as written concurrences containing suggested amendments, have not been received from State, G-2, and ONI, as of 1 August.

There follows a tabular statement of the elapsed time in the receipt of final action by each Departmental agency on each of the foregoing papers.

	SA-M	G-2	O.B.I.	A-2
ONE 7	8	8	8	8
ONE 8/1	14	14	-	-
ONE 1/1	18	14	14	14
ONE 10	-	8	8	8
ONE 8/1	12	21	11	11
ONE 12/1	-	7	5	8
ONE 14	10	8	9	13
ONE 15	7	14	11	12
ONE 11/1	22	10	8	7
ONE 16	20	7	10	7
SR-1	7	8	8	8
Ap. "P", SR-1	12	7	9	7
ONE 4/1	10	27	17	11
ONE 17	55	7	8	2
ONE 19	14	7	7	5
ONE 20	4	8	5	2
SR-3	11	12	10	10
SR-2	7	11	7	7

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